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# CONFLICT AND DISPUTE RESOLUTION: Managing Conflict for Productivity


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## TODAY'S PRESENTER




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His experience in HR management is in the public, private for-profit, and private non-profit sectors, having served in executive and other management positions. He received his BA in English Literature and Education at Bucknell University, and his EMBA & Ph.D. from the University of New Mexico. He is also a Lecturer on the faculty of the UNM Graduate School of Public Administration, teaching in the areas of human resource management, leadership, organizational behavior, strategy and change, and NPO management.

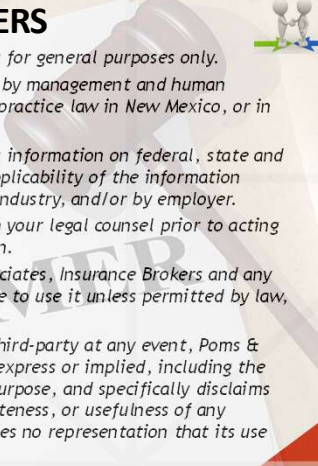


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## THE TYPES AND COSTS OF UNRESOLVED CONFLICT IN THE WORKPLACE




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**POMS** CONFLICT IS . . . 

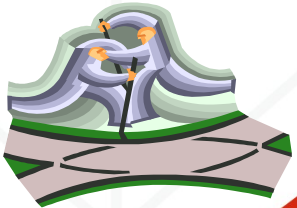
- Any situation in which your concerns or desires differ from those of another person
- Behavior intended to obstruct the achievement of some other person's goals
  - As such it can be viewed at the following levels:
    - Individual
    - Group
    - Department
    - Organization
- Conflict involves discord and disagreement whereas competition can take place without any clash or hard feelings.

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**POMS** EXERCISE 

What words come to mind when you think about, or you are faced with:

**“conflict?”**




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**POMS** WORD ASSOCIATION 

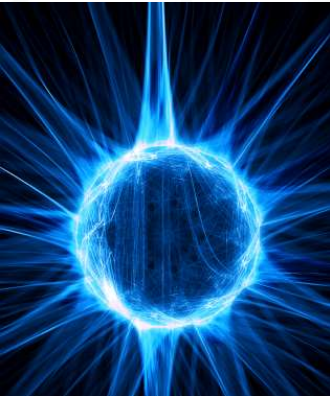
• <b>UNPLEASANT</b>	• <i>Exciting</i>
• <b>ANGER</b>	• <i>Strengthening</i>
• <b>DISAGREEMENT</b>	• <i>Learning</i>
• <b>HOSTILITY</b>	• <i>Stimulating</i>
• <b>AVOID</b>	• <i>Creative</i>
• <b>DISCOMFORT</b>	• <i>Growth</i>
• <b>ANXIETY</b>	• <i>Opportunity</i>
• <b>TENSION</b>	• <i>Innovation</i>
• <b>WAR</b>	

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**POMS** CONFLICT HAPPENS 

CONFLICT IS ...

- a normal, inescapable part of life
- a periodic occurrence in any relationship
- an opportunity to understand opposing preferences and values
- **ENERGY**





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 **THEORIES OF CONFLICT MANAGEMENT** 

Conflict is defined as disagreement between individuals. There are two theories of conflict management.

- **The traditional theory** is based on the assumption that conflicts are bad, are caused by troublemakers, and should be subdued.
- **Contemporary theory** recognizes that conflicts between human beings are unavoidable. They emerge as a natural result of change and can be beneficial to the organization, if managed efficiently.
- **Contemporary theory** considers differences as an important dynamic supporting innovation as a mechanism for bringing together various ideas and viewpoints into a new and different fusion.
  - An atmosphere of tension, and hence conflict, is thus essential in any organization committed to developing or working with new ideas.



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 **WHAT IS ORGANIZATIONAL CONFLICT?** 

**Organizational Conflict is:**



- Competition between perceived or actual compatible needs, goals, desires, ideas, or resources.
- The discord that arises when goals, interests or values of different individuals or groups are incompatible and those people disrupt, block, or thwart each other's efforts to achieve their goals and objectives.
- Workplace conflict includes any type of conflict which takes place within a workplace or among workers and/or managers, potentially including conflict between employees out of work hours.

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 **CONFLICT IS . . .** 

- Any situation in which your concerns or desires differ from those of another person
- Behavior intended to obstruct the achievement of some other person's goals
  - As such it can be viewed at the following levels:
    - Individual
    - Group
    - Department
    - Organization
- Conflict and Competition ... is there a difference?

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 **CONFLICT VS. COMPETITION** 

- Conflict involves discord and disagreement whereas competition can take place without any clash or hard feelings.
- A competition indicates a contest where participants vie for the top spot whereas a conflict indicates a scuffle or a skirmish.
- Competition is a healthy process that encourages intelligence, innovation, and entrepreneurship whereas conflict crushes all such concepts.
- In real life, conflict is inevitable because all people are different from one another and different viewpoints lead to conflict.

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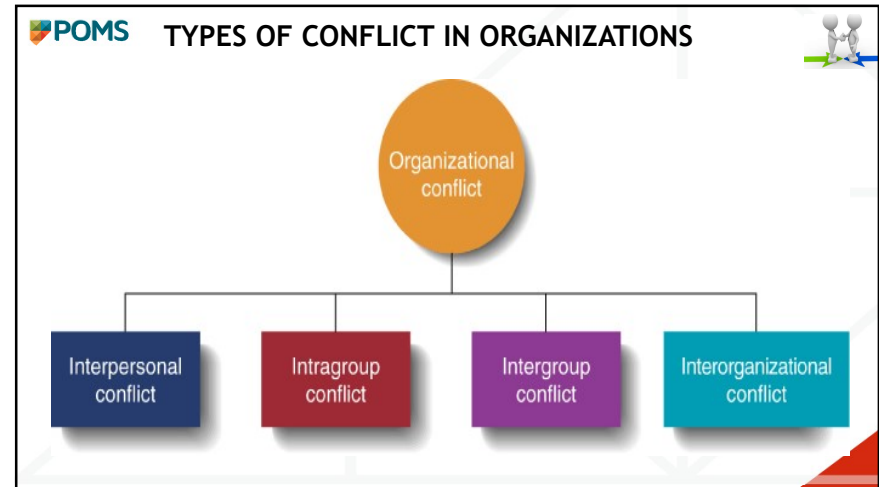
**POMS CONFLICT VS. COMPETITION**

- Organizing a competition to choose the best painter, singer, or a player encourages excellence among individuals as participants want to beat others to get top honors.
- Conflict and competition are two different types of social interaction that are, in addition to cooperation and accommodation.



**COMPETITION CHALLENGES**

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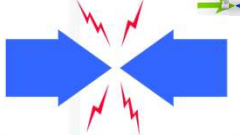
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**POMS TYPES OF ORGANIZATIONAL CONFLICT**

- Interpersonal Conflict**
  - Conflict between individuals due to differences in their goals or values.
- Intragroup Conflict**
  - Conflict within a group or team.
- Intergroup Conflict**
  - Conflict between two or more teams or groups.
  - Managers play a key role in resolution of this conflict
- Inter-organizational Conflict**
  - Conflict that arises across organizational units or sites.

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**POMS IN ORGANIZATIONS, UNRESOLVED CONFLICT CAN LEAD TO ...**



- Negative emotions and increased stress
- Poor performance, lower productivity
- Sabotage of work, projects, etc.
- Increased absenteeism, presenteeism, turnover
- Reduced coordination between people, teams, and units who have to work together
- Inefficiency and Ineffectiveness
- A shift toward autocratic management when discussion-based decision-making breaks down
- Reduced ability to view other perspectives and a breakdown in empathy and vision
- All of which negatively impacts employee morale, performance, and productivity.*

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**POMS ORGANIZATIONAL CONFLICT**

- Organizational Conflict – The Goal Should Be to Eliminate Conflict in the Workplace ...



- or should it?
  - A lack of conflict signals that management emphasizes conformity and stifles innovation.
  - Conflict is good for organizational performance although excessive conflict causes managers to spend too much time achieving their own ends.

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**POMS PAYOFFS FROM CONFLICT WHEN MANAGED PROPERLY**

- Pressures and frustration can be released
- New perspectives and information can be gathered about an issue or problem
- Better decision-making and problem-solving
- Cohesiveness can increase
- Complacency can be challenged
- Change can take place
- Differences can be appreciated
- Interpersonal and Intrapersonal conflict can be resolved
- Which can result in improved organizational culture, employee engagement, and improved morale, performance, and productivity*

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**POMS UNRESOLVED WORKPLACE CONFLICT TAKES A HIGH TOLL**

**"Conflict is Inevitable, But Combat is Optional."**

-- Max Lucado Christian Author and Minister



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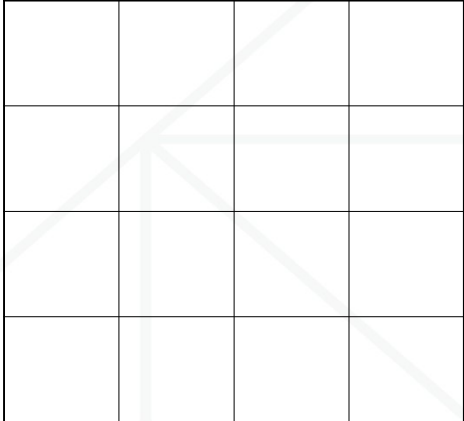


**UNDERSTANDING CONFLICT IN THE WORKPLACE**

**POMS**

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**POMS** HOW MANY SQUARES ARE THERE?



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**POMS** SOME COMMON MISCONCEPTIONS ABOUT CONFLICT

- **If left alone conflict will take care of itself**
  - It will fester and get worse, undermining your role as a supervisor
- **Confronting the issue or person is always unpleasant**
  - Not necessarily – it depends on how you plan, and handle it
- **The presence of conflict is a sign of poor management**
  - Only if the conflict is un-managed and out-of-control
- **Conflict between employees is a sign of low concern for the organization**
  - It can actually mean that employees are passionate about the organization, and care about its success
- **Conflict in the workplace is always negative and destructive**
  - No – it can mean innovation, creativity, productivity

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**POMS** RESOLVING AND MANAGING CONFLICT

- **“Conflict resolution”** refers to removal of conflict, with the goal of an absence of conflict
  - However, we must be wary of removal of merely the symptoms of conflict, rather than the actual causes - the solution then becomes illusory.
- **“Conflict management”** is the practice of identifying and handling conflict in a sensible, fair and efficient manner, so that performance and productivity are enhanced at the individual, workgroup, and organizational levels.
  - Allows us the option of removing conflict, or of increasing conflict when necessary (*Apply TKI styles*).

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**POMS** MANAGING WORKPLACE CONFLICT

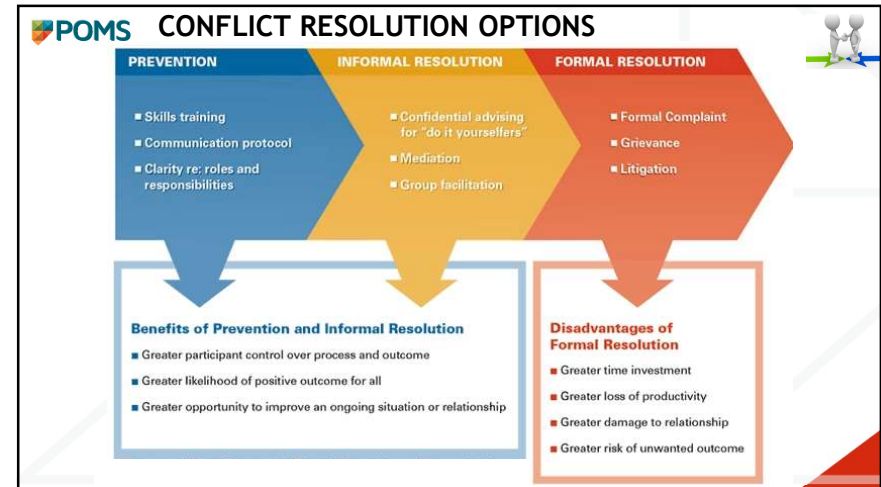
- Not all conflicts are the same, nor do they have the same root causes.
- The more we can diagnose and differentiate among types of conflict, the greater the chance of:
  - Detecting patterns of conflict;
  - Understanding the underlying causes of conflict;
  - Identifying the appropriate approach to take in addressing the conflict; and
- The greater chance we have of reaching solutions



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**POMS SOURCES OF CONFLICT**

- **Incompatible Goals and Time Horizons**
  - Different groups have differing goals and focus.
- **Overlapping Authority**
  - Two or more managers claim authority for the same activities which leads to conflict between the managers and workers.
- **Task Interdependencies**
  - One member of a group or a group fails to finish a task that another member or group depends on, causing the waiting worker or group to fall behind.

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**POMS SOURCES OF CONFLICT**

- **Incompatible Evaluation or Reward Systems**
  - A group is rewarded for achieving a goal, but another interdependent group is rewarded for achieving a goal that conflicts with the first group.
- **Scarce Resources**
  - Managers can come into conflict over the allocation of scarce resources.
- **Status Inconsistencies**
  - Some individuals and groups have a higher organizational status than others, leading to conflict with lower status groups.

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**POMS OTHER MAJOR SOURCES OF CONFLICT**

- **Personality clashes** - the 'personality mix' within a team can be upset when a new member of staff joins or if two colleagues suddenly fall out. Individuals may also respond to difficult or challenging situations in an unhelpful or unproductive way.
- **Unrealistic needs and expectations** - conflict at work can often be caused when employers ignore the needs of employees or set unrealistic expectations. For example, arranging hours that make it difficult for employees to carry out childcare responsibilities.
- **Business values** - most people have very clear ideas about what they think is fair, and your organization's procedures and policies must reflect this. For example, giving someone a fair hearing or explaining the reasoning behind a decision.

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**POMS OTHER MAJOR SOURCES OF CONFLICT**

- **Unresolved workplace issues** - for example, an employee might ask to be moved to another team because of their manager's 'aggressive' leadership style. However, the employee may have other reasons - for example, they may blame their manager for a lack of training or career progression.
- **Increase in workload** - sometimes workplace conflict is caused because people feel they are being pushed too hard and resentment sets in if they feel their workload is unmanageable.



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**POMS APPROACHES TO CONFLICT**

Informal resolution    Negotiation    Mediation    Conciliation

From your experience, what are some of the ways that people approach conflict in organizations?

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**POMS APPROACHES TO CONFLICT**

- Avoidance or Inaction
- Withdrawal
- Domination
- Capitulation
- Unilateral Power Play
- Referral up Chain of Command
- Negotiation
- Mediation
- Grievance Arbitration
- Other ADR Methods
- Litigation

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**CONFLICT**

**HOW WE RESPOND TO, AND HANDLE CONFLICT SITUATIONS**

**POMS**

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**POMS THE EFFECT OF CONFLICT ON INDIVIDUAL, GROUP, AND ORGANIZATION PERFORMANCE**

High    Your capacity to handle "normal" amounts of conflict well    Optimal level of Conflict Leads to effective decision making and high performance

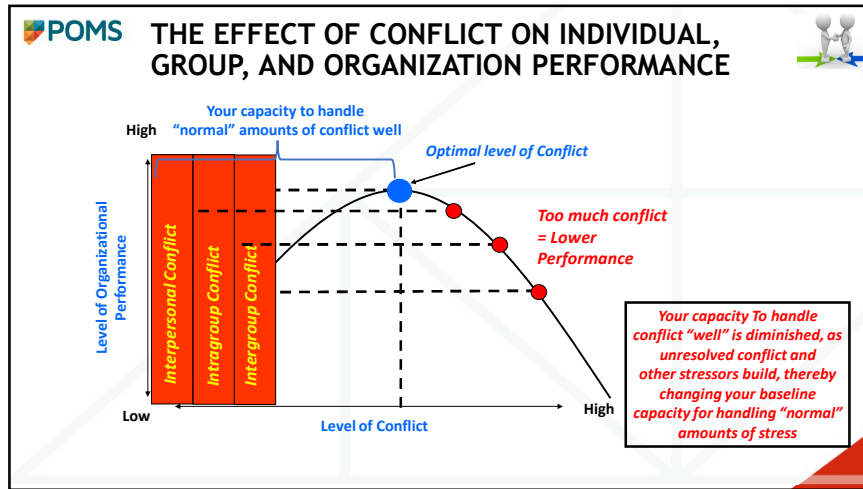
Level of Organizational Performance

Low    Level of Conflict    High

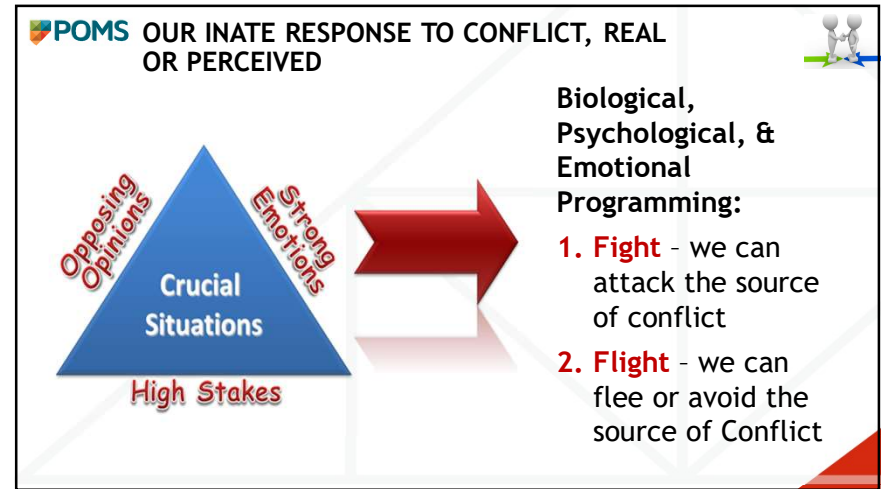
Too little conflict causes performance to suffer

Too much conflict causes performance to suffer

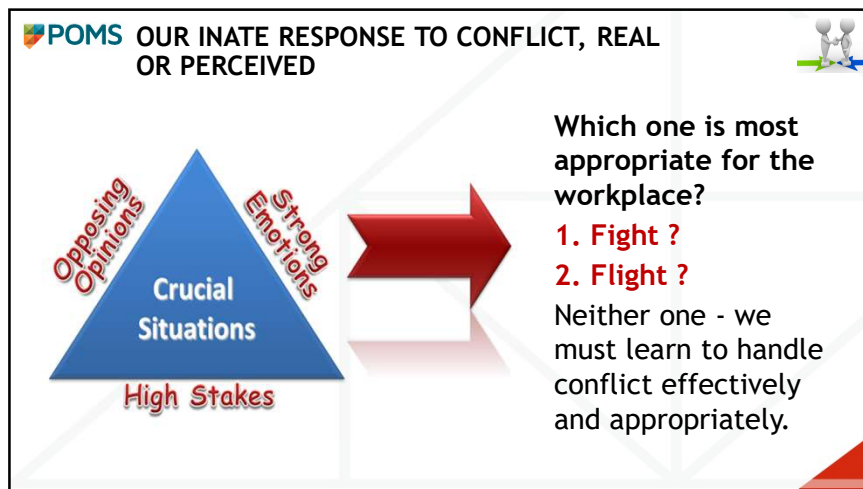
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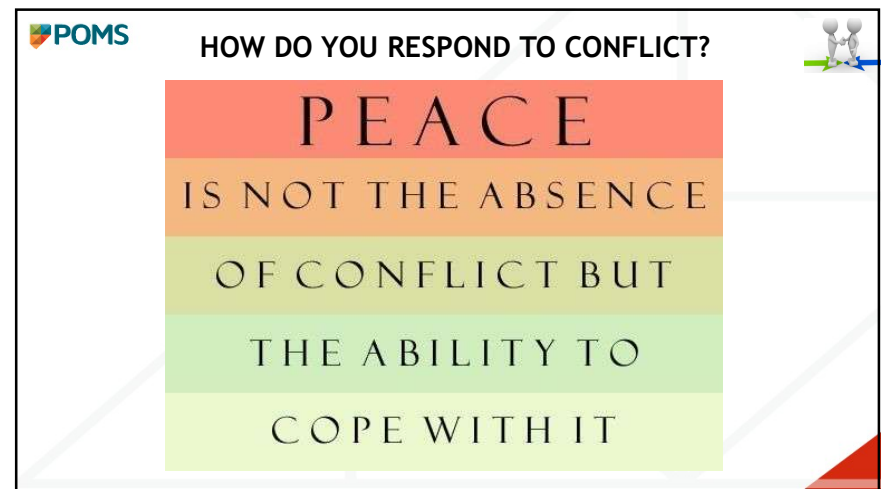
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**POMS METHODS OF RESOLVING CONFLICT**

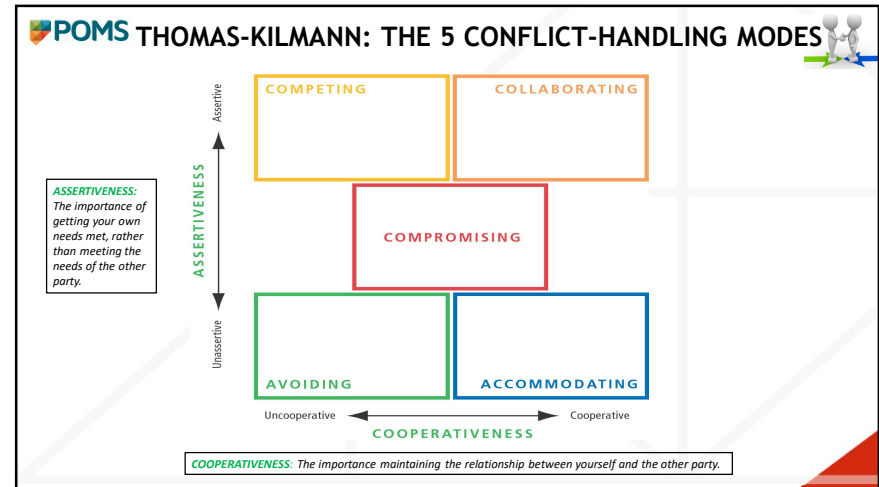
There are 5 basic ways of handling conflict in the workplace, based on the Thomas-Kilmann Conflict Modes Instrument (TKI) Model:

1. **Avoiding**
2. **Competing**
3. **Accommodating**
4. **Compromising**
5. **Collaborating**

It is important to note that there is *no one way* to resolve a conflict and often managers will need to utilize multiple methods in order to reach a resolution.

(From Thomas-Kilmann Conflict Modes Instrument)

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**POMS OVERVIEW OF THE 5 CONFLICT RESPONSE STYLES**

- **Avoiding:** Not addressing the existence of conflict.
- **Competing:** Being assertive and pursuing your own concerns, sometimes at expense of others.
- **Accommodating:** Letting go of your own ideas in order to satisfy others' interests above your own.
- **Compromising:** Middle ground between competing and accommodating, where you give up some of your ideas but not all of them.
- **Collaborating:** An approach in which people go beyond their own interests and solutions to create something new

Source: Kenneth W. Thomas and Ralph H. Kilmann (1974), Thomas-Kilmann Conflict Mode Instrument. Tuxedo, NY: Xicom Inc.

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**POMS AVOIDING "I'll think about it tomorrow"**

**The Avoiding Style** is when you do not satisfy your concerns or the concerns of the other person. The goal is to delay

- Leaving unimportant issues alone
- Reducing tensions
- Buying time
- Knowing your limitations
- Allowing others ownership
- Recognizing issues as symptoms

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**POMS AVOIDING** *"I'll think about it tomorrow"*

**The Avoiding Style is appropriate to use when:**

- There are issues of low importance.
- You are withdrawing from a "hot" situation.
- Deciding that this is not a high priority issue for you.
- Waiting for a more appropriate time to deal with the conflict.
- You are concerned that a confrontation may be damaging to you or others.
- You are in a "low power or authority" position, and don't feel you can address the issue.
- You need to allow others to deal with the conflict, or
- The problem is symptomatic of a much larger issue, and you need to work on the core issue.
- When the potential damage of confronting a conflict outweighs the benefits of its resolution.
- When gathering more information outweighs the advantages of an immediate decision.

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**POMS AVOIDING** *"I'll think about it tomorrow"*

**OVERUSE OF AVOIDING**

Overuse of the avoidance style can result in a low level of input, decision-making by default, and allowing issues to fester, which can produce a breakdown in communication between team members. This can inhibit brainstorming sessions from being productive and can prevent the team from functioning.

People who overuse avoidance feel they cannot speak frankly without fear of repercussions. This behavior can often be a result of past work-related incidents, and negative experiences with conflict resolution in your life. Indications of overuse of avoiding behaviors include:

- Lack of input from you - being silent when you have something to say
- Decisions made by default
- Festering issues
- Climate of caution
- Procrastination about work needing to be done
- Passive aggressiveness - e.g. being deliberately late to meetings, and not paying attention at meetings.

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**POMS AVOIDING** *"I'll think about it tomorrow"*

**UNDERUSE OF AVOIDING**

Under use of the avoidance style results in hostility and hurt feelings. In addition, work can become overwhelming because too many issues are taken on at once, resulting in an inability to prioritize and delegate. When avoidance is underused a team member may deny that there is a problem and allow their hurt feelings to prevent communication.

- Hostility/hurt feelings
- Work overload—too many causes
- Lack of prioritization/delegation

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**POMS AVOIDING** *"I'll think about it tomorrow"*

**IF YOU SCORED HIGH:**

- Does your coordination suffer because people have trouble getting your inputs on issues?
- Does it often appear that people are "walking on eggshells?"
- (Sometimes a dysfunctional amount of energy can be devoted to caution and the avoiding of issues, indicating that issues need to be faced and resolved.)
- Are decisions on important issues made by default?

**IF YOU SCORED LOW:**

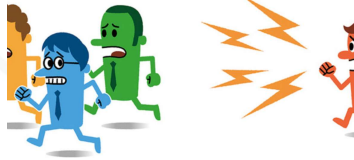
- Do you find yourself hurting people's feelings or stirring up hostilities? (You may need to exercise more discretion in confronting issues or more tact in framing issues in non-threatening ways. Tact is partially the art of avoiding potentially disruptive aspects of an issue.)
- Do you often feel harried or overwhelmed by a number of issues? (You may need to devote more time to setting priorities - deciding which issues are relatively unimportant and perhaps delegating them to others.)

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**POMS AVOIDING SKILLS** *"I'll think about it tomorrow"*

To develop skills in this style use foresight in knowing when to withdraw, learn to sidestep loaded questions or sensitive areas by using diplomacy, become skillful at creating a sense of timing, and practice leaving things unresolved.

- Withdrawing - "Flight"
- Ability to leave things unresolved
- Sidestepping
- Sense of timing



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**POMS COMPETING** *"My way or the highway" or "Win-Lose"*



The **Competing Style** is when you stress your position without considering opposing points of view. This style is highly assertive with minimal cooperativeness; the goal is to win.


- Taking quick action
- Making unpopular decisions
- Standing up for vital issues
- Protecting yourself

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**POMS COMPETING** *"My way or the highway" or "Win-Lose"*

The **Competing Style** is appropriate to use when:

- When quick, decisive action is vital - e.g., emergencies.
- On important issues where unpopular courses of action need to be implemented - e.g., cost cutting, enforcing unpopular rules, discipline.
- On issues vital to company welfare when you know you're right.
- To protect yourself against people who take advantage of noncompetitive behavior.




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**POMS COMPETING** *"My way or the highway" or "Win-Lose"*

**Personal and Professional Costs of the Competing Style**

- This style generally sets up "win-lose" situations.
- It's difficult to promote democratic decision-making and/or creative problem-solving when a competing style is used often.
- The sense of power gained by individuals using this style does not create an inclusive environment for others.
- Frequent use of a competitive style can escalate anger and conflict.
- If you use this style all of the time, people may develop a negative view of you.

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**POMS** **COMPETING** *"My way or the highway" or "Win-Lose"* 


**OVERUSE OF COMPETING**

Overuse of this style can lead to lack of feedback, reduced learning, and low empowerment. People who overuse the competing style often use inflammatory statements due to a lack of interpersonal skills training.

When overuse is taken to an extreme the person will create errors in the implementation of the task by withholding needed information, talking behind another person's back (or "back-stabbing"), using eye motions and gestures designed to express disapproval, and creating distractions by fiddling or interrupting. Overuse of competing behavior can be indicated by:

- Constant tension or anger
- Occasional outbursts of violent temper.
- Lack of feedback
- Reduced learning
- Low empowerment
- Surrounded by "yes people"

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**POMS** **COMPETING** *"My way or the highway" or "Win-Lose"* 


**UNDERUSE OF COMPETING**

Under use of the competing style leads to a lowered level of influence, indecisiveness, slow action, and withheld contributions.

When the competing style is underused some emergent behaviors that people may exhibit include justifying the behaviors, demanding concessions as a condition of working on the problem, threatening separation as a way of making others give in, and launching personal attacks. This results in:

- Restricted influence
- Indecision
- Delayed action
- Withholding of contributions
- Lower employee engagement and motivation
- Reduced performance and productivity

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**POMS** **COMPETING** *"My way or the highway" or "Win-Lose"* 


**IF YOU SCORED HIGH:**

- Are you surrounded by "yes" men? (If so, perhaps it's because they have learned that it's unwise to disagree with you, or have given up trying to influence you. This closes you off from information.)
- Are subordinates afraid to admit ignorance and uncertainties to you? (In competitive climates, one must fight for influence and respect - which means acting more certain and confident than one feels. The upshot is that people are less able to ask for information and opinion - they are less able to learn.)

**IF YOU SCORED LOW:**

- Do you often feel powerless in situations? (It may be because you are unaware of the power you do have, unskilled in its use, or uncomfortable with the idea of using it. This may hinder your effectiveness by restricting your influence.)
- Do you have trouble taking a firm stand, even when you see the need? (Sometimes concerns for other's feelings or anxieties about the use of power cause us to vacillate, which may mean postponing the decision and adding to the suffering and/or resentment of others.)

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**POMS** **COMPETING SKILLS** *"My way or the highway" or "Win-Lose"* 

To develop this style, you must develop your ability to argue and debate, use your rank or position, assert your opinions and feelings, and learn to state your position and stand your ground.

- Arguing or debating
- Using rank, position, or influence
- Asserting your opinions and feelings
- Standing your ground
- Stating your position clearly

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**POMS ACCOMMODATING** *"It would be my pleasure"*

The **Accommodating Style** is foregoing your concerns in order to satisfy the concerns of others; the goal is to yield - in order to maintain the relationship.

- Showing reasonableness
- Developing performance
- Creating goodwill
- Keeping "peace"
- Retreating
- Maintaining perspective

Small disagreements can be handled quickly and easily, with a minimum of effort.

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**POMS ACCOMMODATING** *"It would be my pleasure"*

**The Accommodating Style Is Appropriate to Use When:**

- Keeping the relationship matters more than getting your way.
- You want to show that you are reasonable, develop performance, create good will, keep peace, or for issues of low importance.
- The issue is more important to the other person than to you.
- You want to demonstrate that you realize that you are wrong.
- You recognize that by ending the conflict through accommodation, you will not risk losing everything.
- It's important to preserve harmony or avoid disruption.
- You believe that the sense of cooperation you are building now will enhance relationships in a way that will be beneficial over time.
- When a positive outcome is unlikely and it's better to end the dispute and move on.
- To satisfy a complaint when in the process of providing customer service.

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**POMS ACCOMMODATING** *"It would be my pleasure"*

**Personal and Professional Costs of the Accommodating Style**

- If used too often, an accommodating style may deprive you of the influence, respect, and recognition you deserve.
- Your professional growth may be slowed if you don't give yourself the chance to offer your own ideas and perspectives.
- The person(s) to whom you make accommodations may get their desired results, but the underlying cause of conflict may remain unaddressed. Resentment can occur on the part of all involved.

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**POMS ACCOMMODATING** *"It would be my pleasure"*

**OVERUSE OF ACCOMMODATING**

Overuse of the accommodating style results in ideas getting little attention, restricted influence, loss of contribution, and anarchy. People who overuse the accommodating style exhibit a lack of desire to change and usually demonstrate anxiety over future uncertainties .

Managers might be viewed as weak if they accommodate too often. Using this technique with larger or more important issues will not solve any issues in a meaningful way and should absolutely be avoided. Overuse of accommodating behavior can be indicated by:

- Constant tension or anger
- Occasional outbursts of violent temper.
- Lack of feedback
- Reduced learning
- Low empowerment
- Surrounded by "yes people"

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**POMS ACCOMMODATING** *"It would be my pleasure"*

**UNDERUSE OF ACCOMMODATING**

When the accommodating style is under used a person may display apathy as a way of not addressing the anger or hurt and make statements full of innuendo and double meanings. Underuse of accommodating behavior can be indicated by:

- Lack of rapport
- Low morale
- By-the-book reputation
- Inability to yield
- Can have a negative impact on culture
- Managers may miss opportunities to develop direct reports by allowing them to experiment and learn from their own mistakes.

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**POMS ACCOMMODATING** *"It would be my pleasure"*

**IF YOU SCORED HIGH:**

- Do you feel that your own ideas and concerns are not getting the attention they deserve? (Deferring too much to the concerns of others can deprive you of influence, respect, and recognition. It also deprives the organization of your potential contributions.)
- Is discipline lax? (Although discipline for its own sake may be of little value, there are often rules, procedures, and assignments whose implementation is crucial for you or the organization.)

**IF YOU SCORED LOW:**

- Do you have trouble building goodwill with others? (Accommodation on minor issues that are important to others is a gesture of goodwill.)
- Do others often seem to regard you as unreasonable?
- Do you have trouble admitting it when you are wrong?
- Do you recognize legitimate exceptions to rules?
- Do you know when to give up?

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**POMS ACCOMMODATING SKILLS** *"It would be my pleasure"*

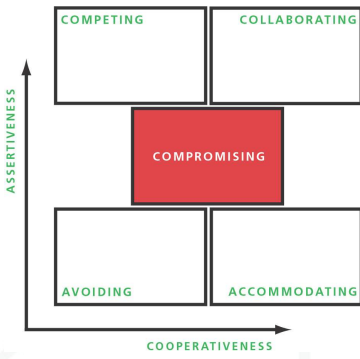
This style is about simply putting the other parties needs before one's own. You allow them to 'win' and get their way. Accommodating skills include the ability to sacrifice, the ability to be selfless, the ability to obey orders, and the ability to yield.

- Empathy
- Caring for Other's Need
- Forgoing your desires
- Selflessness
- Obedience
- Ability to yield



63

**POMS COMPROMISING** *"Let's make a deal"*



**The Compromising Style** is finding a middle ground or forgoing some of your concerns and committing to other's concerns. The goal is to find middle ground.

- Resolving issues of moderate importance
- Reaching resolution with equal power and strong commitment
- Creating temporary solutions
- Dealing with time constraints
- Backing up competing/ collaborating

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 **COMPROMISING** *“Let’s make a deal”* 

**The Compromising Style Is Appropriate to Use When:**

- There are time or resource constraints.
- All or some of the issues being discussed are situation are moderately important to you.
- The parties realize that it is more important to solve the problem than to “win.”
- There is a sense that it is possible to reach a “fair” or temporary settlement.
- A quick middle-ground solution makes sense and brings at least partial satisfaction to all involved.
- When goals are moderately important, but not worth the effort or potential disruption of more assertive modes.
- When two opponents with equal power are strongly committed to mutually exclusive goals - e.g., as in labor-management bargaining.
- To achieve temporary settlements to complex issues.
- To arrive at expedient solutions under time pressure.
- As a backup mode when collaboration or competition fails to be successful.



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 **COMPROMISING** *“Let’s make a deal”* 

**Personal and Professional Costs of the Compromising Style**

- Compromises may cover up the “real issues” and lead to a future power struggle.
- Over-use of compromising may result in a climate of constant negotiation and/or “game playing.”
- The fact that “everybody wins” may make you feel like a group of individuals rather than a real team.
- You may experience a sense of personal cost if you “give in” on values and beliefs that are very important to you.

66

 **COMPROMISING** *“Let’s make a deal”* 

**OVERUSE OF COMPROMISING**



Overuse of the compromising style leads to loss of long-term goals, a lack of trust, creation of a cynical environment, and being viewed as having no firm values. Overuse of compromise can result in making concessions to keep people happy without resolving the original conflict.

Over-compromising can result in sub-optimal decision-making. This style produces temporary solutions and is appropriate when time is a concern, and as a back up for the competing and collaborating styles when they are unsuccessful in resolving the situation.

Overuse of compromising behavior can be indicated by:

- Loss of big-picture perspective
- Lack of trust
- Cynical climate

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 **COMPROMISING** *“Let’s make a deal”* 

**UNDERUSE OF COMPROMISING**

Under use of the compromising style leads to unnecessary confrontations, frequent power struggles, and ineffective negotiating. Underuse of accommodating behavior can be indicated by:

- Unnecessary confrontations
- Frequent power struggles
- Inability to negotiate effectively

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**POMS COMPROMISING** *“Let’s make a deal”*

**IF YOU SCORED HIGH:**

- Do you concentrate so heavily upon the practicalities and tactics of compromise that you sometimes lose sight of larger issues - principles, values, long-term objectives, or company/team welfare?
- Does an emphasis on bargaining and trading create a cynical climate of gamesmanship? (Such a climate might undermine interpersonal trust and deflect attention away from the merits of the issues discussed.)

**IF YOU SCORED LOW:**

- Do you find yourself too sensitive or embarrassed to be effective in bargaining situations?
- Do you find it hard to make concessions? (Without this safety valve, you may have trouble getting gracefully out of mutually destructive arguments, power struggles, etc.)


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**POMS COMPROMISING SKILLS** *“Let’s make a deal”*

Compromising skills include the ability to communicate and keep the dialogue open, the ability to find an answer that is fair to both parties, the ability to give up part of what you want, and the ability to assign value to all aspects of the issue.

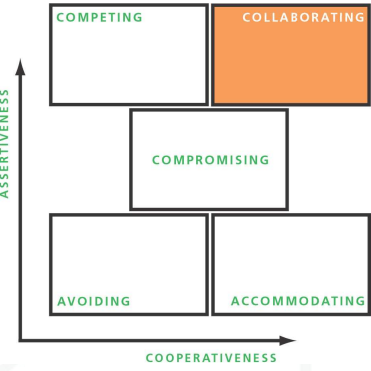
Compromising requires both assertiveness (e.g., standing up for what is really important to you) and some level of cooperation (being willing to give up that which is less important to you).

- Negotiating
- Finding a “middle ground”
- Making concessions
- Assessing value
- Revisiting compromise solutions to determine if a better solution can be developed with more time.



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**POMS COLLABORATING** *“Two heads are better than one” or “Win-Win”*



**The Collaborating Style** is when the concern is to satisfy both sides. It is highly assertive and highly cooperative; the goal is to find a “win/win” solution.

- Integrating solutions
- Learning
- Merging perspectives
- Gaining commitment
- Improving relationships



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**POMS COLLABORATING** *“Two heads are better than one” or “Win-Win”*

**The Collaborating Style Is:**

- An approach to conflict that can support open discussion of issues, task proficiency, equal distribution of work amongst the team members, better brainstorming, and development of creative problem solving.
- An approach in which people go beyond their own interests and solutions to create something new.
- Asserting your own self interests, while respecting and cooperating with the interests of others.
- Meeting the interests of all parties to the maximum extent possible.
- A win for everyone.
- “One for all-all for one.”



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 **COLLABORATING** *"Two heads are better than one" or "Win-Win"* 

**The Collaborating Style Is Appropriate to Use When:**

- You want to find a solution that meets all needs and doesn't compromise anyone's critical beliefs, values, or outcomes.
- Both parties are committed to collaborating
- You are using a team approach in which you are trying to equalize power, gain commitment, and merge insights.
- You have time and skills needed to work towards a true collaborative solution.
- You have authority and/or ability to implement the solution
- To find an integrative solution when both sets of concerns are too important to be compromised.
- To merge perspectives & insights from people with different perspectives on a problem.
- To gain commitment by incorporating other's concerns into a consensual decision.
- To work through hard feelings which have been interfering with an interpersonal relationship.



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 **COLLABORATING** *"Two heads are better than one" or "Win-Win"* 

**Personal and Professional Costs of the Collaborating Style**

- Real collaboration may take a lot of time. It requires lots of investment in terms of time, energy and hard work.
- Problems that need to be solved very quickly or in the face of threats to safety may not be the best candidates for collaborative approaches.
- Collaboration cannot happen unless team members have a sense of trust and respect for one another, as well as a sense of shared participation and power.
- There is a need for all group members to check in with each other to make sure that true collaboration is occurring.
- All members need to feel heard and included. If not, this may lead to some people feeling that one or two people are resolving issues while others are accommodating or avoiding.

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 **COLLABORATING** *"Two heads are better than one" or "Win-Win"* 

**OVERUSE OF COLLABORATING**

Overuse of the collaborating style can lead to spending too much time on trivial matters, diffusion of responsibility, being taken advantage of, and being overloaded with work. Overuse of compromising behavior can be indicated by:

- Too much time on trivial matters
- Diffused responsibility
- People who take advantage
- Work overload

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 **COLLABORATING** *"Two heads are better than one" or "Win-Win"* 

**UNDERUSE OF COLLABORATING**

Under use of the collaborating style can result in using quick fix solutions, lack of commitment by other team members, disempowerment, and loss of innovation. Underuse of collaborating behavior can be indicated by:

- Mutual gains deprivation
- Lose synergy
- Lack of commitment
- Low empowerment
- Loss of innovation

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**POMS COLLABORATING** *"Two heads are better than one" or "Win-Win"*

**IF YOU SCORED HIGH:**

- Do you spend time discussing issues in depth that do not seem to deserve it? (Collaboration takes time and energy - perhaps the scarcest organizational resources. Trivial problems don't require optimal solutions, and not all personal differences need to be hashed out. The overuse of collaboration and consensual decision-making sometimes represents a desire to minimize risk by diffusing responsibility for a decision or by postponing action.)
- Does your collaborative behavior fail to elicit collaborative responses from others? (The exploratory and tentative nature of some collaborative behavior may make it easy for others to disregard collaborative overtures, or the trust and openness may be taken advantage of. You may be missing some cues that indicate the presence of defensiveness, strong feelings, impatience, competitiveness, or conflicting interests.)

**IF YOU SCORED LOW:**


- Is it hard for you to see differences as opportunities for joint gain - as opportunities to learn or solve problems? (Although there are often threatening or unproductive aspects of conflict, indiscriminate pessimism can prevent you from seeing collaborative possibilities and thus deprive you of the mutual gains and satisfactions which accompany successful collaboration.)
- Are subordinates uncommitted to your decisions or policies? (Perhaps their own concerns are not being incorporated into those decisions or policies.)

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**POMS COLLABORATING SKILLS** *"Two heads are better than one" or "Win-Win"*

Compromising skills are appropriate to use frequently in a team environment. Collaborating skills include the ability to use active or effective listening, confront situations in a non-threatening way, analyze input, and identify underlying concerns.

- Facilitation skills.
- Distinguish between positions and interests
- Ability to listen, understand, and empathize
- Nonthreatening confrontation
- Input analysis
- Identifying underlying concerns
- Work effectively in teams



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*Conflict Resolution*




**MANAGING CONFLICT FOR PRODUCTIVITY**  
*PROCESSES AND TECHNIQUES*

**POMS**

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**POMS THE ORANGE CONUNDRUM**

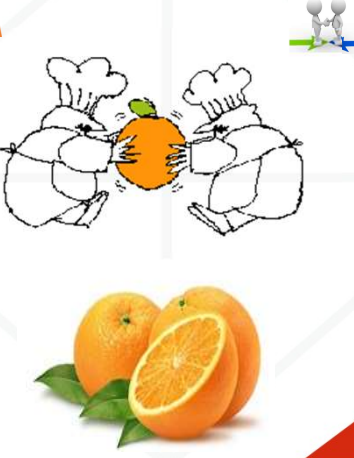
- You are one of two head chefs in the White House kitchen preparing for a State Dinner with the President and the Prime Minister of England.
- Each of you is preparing a dish that calls for a whole orange.
- There is one orange left in the kitchen.
- You both want the same orange, saying that it is critical for the success of the State Dinner for you to have the last orange.



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**POMS THE ORANGE CONUNDRUM**


- Time is short - you each need to get started with the orange so you can finish your dish in time for presentation at the Dinner.
- You quickly jump to the compromise resolution of cutting the orange equally down the middle, so that each of you gets half, but not as much as either of you was hoping to receive. Hopefully, having only half the orange won't ruin your recipe ...



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**POMS THE ORANGE CONUNDRUM**


- *What is the **position** of each chef?*
- *What is the **interest** of each chef?*
- *If you took the time to explore the interest that each of you had in the orange, you would have discovered that one needed the juice to make orange sauce and the other only needed the rind to make orange cake!*



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**POMS THE ORANGE CONUNDRUM**


- *Initially, there is conflict over who will get the orange, rooted in each party's position.*
- *By focusing on each party's interests ...*
- **Everybody Wins!**
- This illustrates the **Collaborative** approach to resolving the Conflict



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**POMS THE ORANGE CONUNDRUM**

- ➔ **Positions** are Mutually Exclusive
- ➔ **Interests** are not Mutually Exclusive
- ➔ **Position-taking** precludes Discovery of Mutual Interests and Options for Conflict Resolution
- ➔ **Discovering Mutual Interests** facilitates resolving conflict for productivity!



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**POMS INTERESTS AND POSITIONS: ANOTHER STORY**

Two men were quarreling in a library. One wants the window open and the other wants it closed. They bicker back and forth about how much to leave it open; a crack, halfway, three quarters of the way. No solution satisfies them both.

**ENTER THE LIBRARIAN, JOAN.**

- She asks one why he wants the window open: "To get some fresh air."
- She asks the other why he wants it closed: "To avoid the draft."
- After thinking a minute, she opens wide a window in the next room, bringing in fresh air without a draft.
- She looked to their underlying interests of fresh air and no draft. This difference between positions and interests is crucial.

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**POMS LOOK BEYOND EACH PERSON'S POSITIONS ...**

The diagram features an iceberg floating in the ocean. The tip of the iceberg is above the water line and is labeled 'Positions' with the text 'What you want' to its right. Below the water line, the much larger part of the iceberg is labeled 'Interests' with 'Why you want it' to its right. At the very bottom of the iceberg, below the 'Interests' section, is the label 'Needs' with 'Must have' to its right. Three horizontal lines separate these three levels, and vertical arrows point downwards from 'Positions' to 'Interests' and from 'Interests' to 'Needs'.

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**POMS UNDERSTANDING THE PROCESS - 3<sup>rd</sup> POSITION**

- How are the parties communicating?
- What is the parties' relationship, and what does it need to be?
- What are the parties' stated positions?
- Have the parties clearly articulated their mutual interests and needs?
- What conflict resolution is each party using? Is it appropriate?
- Are the parties making progress toward resolution?
- What role can I take in facilitating a productive resolution to the conflict?

An illustration of three 3D human figures. One figure in the center is blue, while the two flanking figures are white. They are standing on a light-colored floor and appear to be in a collaborative discussion, with their hands near each other.

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**POMS 3 POSITIONS FOR UNDERSTANDING A CONFLICT**

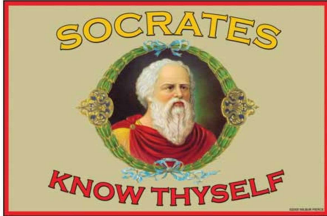
1. **FIRST POSITION (MINE):**  
How I see the problem, from my own perspective.
2. **SECOND POSITION (THEIRS):**  
How they see the problem.
3. **THIRD POSITION ("FLY ON THE WALL"):**  
How a neutral third party would assess the conflict.

(From Beyond Machiavelli, © 1994 President and Fellows of Harvard College)

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**POMS UNDERSTANDING YOURSELF**

- Take a moment to reflect on what your needs are, and how important it is to maintain a relationship with the other party.
- Distinguish your position from your underlying interests/needs
- Be clear about your priorities
- Link your strategy with your goals
- Have a clear purpose/outcome in mind.

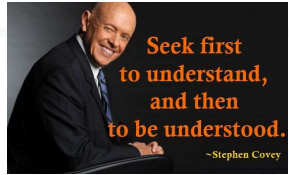


A graphic featuring a portrait of Socrates with the text "SOCRATES" above and "KNOW THYSELF" below, enclosed in a decorative border.

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**POMS UNDERSTAND THE OTHER PARTY'S PERSPECTIVE**

- Take a moment to reflect on the other party's needs are, and how important it is for them to maintain a relationship with you.
- What are their priorities?
- What are their motivations and interests?
- How do they view the situation?
- What do they think about you?
- What is their strategy and approach to resolving the conflict?



A graphic featuring a portrait of Stephen Covey with the quote "Seek first to understand, and then to be understood." and the attribution "—Stephen Covey".

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**POMS EXERCISE: THE VACATION DILEMMA**

<p>Husband</p> <p><i>"I want a vacation at the beach"</i></p> 	<p>Wife</p> <p><i>"I want a vacation in Las Vegas"</i></p> 
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**POMS EXERCISE: ONE POSSIBLE VACATION RESOLUTION**

<p>Husband</p> <p><i>"I want a vacation at the beach"</i></p>	<p>Wife</p> <p><i>"I want a vacation in Las Vegas"</i></p>
	

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**POMS RESOLVING CONFLICT CONSTRUCTIVELY**

*Set up and get agreement for a process both parties will work through.*

- Usually this involves each side having completely uninterrupted time (with an agreed upon limit) to express themselves about the conflict.
- Separate this from the process of seeking possible resolutions.
- People need to vent and be heard.
- Freed from the burden of unexpressed emotions they become available to generate and evaluate solutions.

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**POMS RESOLVING CONFLICT CONSTRUCTIVELY**

*Listen actively.*


- Habit 5 of Stephen Covey's 7 Habits of Highly Effective People is "[S]eek first to understand, then to be understood."
- This means to listen with the intent to understand not respond.
- Communication is key to managing conflict and resolving problems.
- Feeling heard, the other party can now take the next step toward collaborative conflict resolution

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**POMS RESOLVING CONFLICT CONSTRUCTIVELY**

*Document the resolution and the plan of action and provide copies to both sides.*

- Documentation is important for a lot of reasons.
- One is that it provides each party with an agreed roadmap for implementation.
- It can also be crucial if the dispute later becomes a legal case.



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**POMS THE CONFLICT RESOLUTION METHOD**

**Step 1: Engage with the other respectfully**

- Respect is an attitude shown through specific behaviors, such as how you look at the other person, how you listen, your tone of voice, and word choices.

**Step 2: Listen fully until you experience their side**

- The goal of listening in this manner is to understand the content of the other person's ideas or contributions, what it means for them, and their feelings about it.

**Step 3: Verbalize your feelings, views, and needs**

- Assertive communication works well in this stage. Some caveats accompany this stage of conflict resolution:
- This step is not always necessary.
- Make your statement brief.
- Avoid loaded words.
- Be truthful and concise.
- Disclose your feelings.

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**POMS COLLABORATIVE PROBLEM-SOLVING**

Bolton (1986) provides a six-step outline for collaboration when the issue is more about needs than emotions.

1. Define the primary needs surrounding the conflict.
2. Brainstorm possible solutions.
3. Choose solutions that meet the needs of both parties.
4. Create an agenda delineating who will assume each task.
5. Implement the plan.
6. Evaluate the solutions and reevaluate if needed.

The conflict resolution method and collaborative problem-solving are generalized approaches to conflict resolution when two or more parties are willing to work together on an issue.

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**POMS STRATEGIES FOR MANAGING CONFLICT**

- **Using Appropriate Styles.** Conflict handling behavior styles (such as competition, collaboration, compromise, avoidance or accommodation) should be used appropriately, depending upon the situation.
- **Improving organizational practices.** After identifying the reason for the conflict situation, suitable organizational practices can be used to resolve conflicts, including:
  - establishing superordinate goals,
  - reducing vagueness through clear communication practices,
  - minimizing authority and domain-related disputes,
  - improving policies, procedures and rules,
  - re-apportioning existing resources or adding new resources,
  - altering communications,
  - movement of personnel, and
  - changing reward systems.

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**POMS STRATEGIES FOR MANAGING CONFLICT**

- **Special roles and structure.** A manager must initiate structural changes needed, including re-location or merging of specialized units, shoulder liaison functions, and act as an integrator to resolve conflicts.
- **Expert Intervention.** A person with problem-solving skills and respected by the conflicting parties can be designated to de-fuse conflicts.
- **Confrontation techniques.** Confrontation techniques aim at finding a mutually acceptable and enduring solution through collaboration and compromise. It is done in the hope that conflicting parties are ready to face each other amicably, and entails intercession, bargaining, negotiation, mediation, attribution and application of the integrative decision method, which is a collaborative style based on the premise that there is a solution which can be accepted by both parties. It involves a process of defining the problem, searching for alternatives and their evaluation, and deciding by consensus.


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**POMS STRATEGIES FOR MANAGING CONFLICT**

1. **The open-door policy**
  - This generalized philosophy is intended to show that management supports open dialogue and encourages staff to discuss differences that arise in the workplace. It is considered an initial step toward conflict resolution.
2. **Ombudspersons**
  - These are neutral or impartial managers who provide informal and confidential assistance to staff and management in order to resolve work-related disputes. Ombudspersons may wear a variety of hats, including mediator, fact-finder, consultant, and change agent.
3. **Internal peer mediation**
  - Some organizations call on designated employees as mediators to help resolve conflict. This method often addresses issues of a non-statutory nature, such as unfairness.
  - The success of this method rests on the careful selection of peer mediators based on their exemplary communication skills and abilities.

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**POMS STRATEGIES FOR MANAGING CONFLICT**



- 4. Professional mediators**
  - Professional mediators are not connected with the organization in any way and function as independent, impartial, third parties who assist the primary parties through a formal mediation process.
  - Mediation is a viable option for creating structure to conflict resolution in an unbiased manner.
- 5. Peer review and employee appeals**
  - This process is sometimes used by manufacturing organizations in an effort to avoid a union process. The underlying belief is that if at all possible, employee disputes should be resolved internally.
- 6. Executive panels**
  - This method provides an opportunity for employees to present their claims to a panel of the organization's senior executives, assuming they will be objective and sympathetic. In NPOs, this might be a panel of members of the Board of Directors.

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*Conflict Resolution*




**MANAGING CONFLICT FOR PRODUCTIVITY**  
*SKILLS AND PRACTICE TIPS*

**POMS**

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**POMS SKILLS FOR MANAGING CONFLICT**



- 1. Active Listening**
  - Active listening focuses on being attentive to what the other person has to say. This skill is commonly used by salespeople to better connect with customers during a pitch, but it's also a universal competency that any consummate professional should master.
  - To practice active listening, the most important thing you can do is have an open mind (and open ears!) To do this, make note of the other person's phrasing. Then, respond using their same wording.
  - This demonstrates that you were listening and helps clear up any confusion about the points being discussed.
  - Additionally, be sure to ask questions when you're confused about a point and focus on identifying the other person's goals.



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**POMS SKILLS FOR MANAGING CONFLICT**



- 2. Emotional Intelligence**
  - Emotional intelligence describes the ability to perceive and understand other peoples' emotions as well as your own.
  - This skill is essential when managing conflict because it prevents the situation from escalating.
  - If you can effectively interpret your opposition's emotions, it'll be easier to communicate with them without provoking them.
  - Recognizing and curtailing confusion, anger, and frustration from the conflict leaves space for everyone involved to think creatively and logically about a solution.



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 **SKILLS FOR MANAGING CONFLICT** 

**3. Patience**

- Conflicts are rarely simple to overcome. Conflict resolution is so difficult because people don't like to be wrong and will often hold their stance on an issue because of it. If you're looking to resolve a conflict with a person like this, you'll need patience.
- It's important to keep in mind that the problem may not be solved right away, even if the solution is obvious.
- Ideally, you'll want to take the time to listen to every participant and value each argument evenly.
- Even if there's a clear answer, rushing to a resolution can make people feel like they're left out in the decision-making process. Taking the time to equally consider all options now can help create a long-term solution that will save you a headache later.



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 **SKILLS FOR MANAGING CONFLICT** 

**4. Impartiality**

- Another reason conflicts can be difficult to resolve is because they don't always stay focused on the conflict itself. The conflict can sometimes serve as an opportunity to air previous grievances that have developed between the involved parties over time. Now, the problem at hand can't be resolved until the historical issues are addressed.
- In this type of situation, it's best to separate the conflict from the people who are involved with it. Don't focus on the people and their personal characteristics.
- Instead, look at the problem itself and center your energy on finding a solution.
- While it might be important to work through those past issues at some point, don't deprioritize the situation at hand now to solve the older ones.
- Remember the mantra: **important vs. urgent**. You can definitely work on the other important issues that impede you from meeting goals at a later time, but urgent issues should be handled first.



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 **SKILLS FOR MANAGING CONFLICT** 

**5. Positivity**

- It's hard to come to agree on a solution if no one is happy about it. Even if you do agree, a half-hearted compromise doesn't motivate you to follow through on your end of the bargain.
- This can even provide a participant with an excuse to avoid dealing with the conflict altogether.
- Being positive with your conflict management actions is a great way to keep the conversation moving forward.
- Conflicts are full of roadblocks, and you'll need to be willing to overcome them if you want to come to a resolution.
- Having a positive attitude going into the conflict can help other participants who may be wary of the interaction feel more at ease.

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 **SKILLS FOR MANAGING CONFLICT** 

**6. Open Communication**


- Relationships between the people involved in a conflict don't always go back to normal when a problem is resolved.
- This relationship needs to be nurtured after a solution is found in order to prevent future issues from arising.
- Creating an open line of communication between the parties is the best approach for fostering a healthy, long-term relationship post-conflict.
- This allows both parties to check in on one another and make sure that both ends of the agreement are being upheld.
- If new challenges arise, a precedent of open communication should make it easier for participants to address the roadblock without risking any progress they've previously made.

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**POMS SKILLS FOR MANAGING CONFLICT**

**7. Facilitation Skills**

- Facilitation is the primary skill used by managers in conflict resolution, typically in a group context.
- Facilitation is the process of moving two or more parties with different points of view toward an amenable resolution.
- The parties can be two (or more) people or two (or more) groups who disagree and cannot resolve the disagreement amongst themselves.
- The person who intervenes to help move the factions to some resolution need not be an outside facilitator.
- The role of the facilitator is one of quiet yet strong direction amongst the parties involved. The facilitator is not there to solve the problem but to help the involved parties solve their own problem.
- Often, the person intervening as a facilitator is a member of the work community having a direct relationship to the project or the parties involved. Often this is the supervisor or manager.




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**POMS SKILLS FOR MANAGING CONFLICT**

**7. Facilitation Skills - Stages in Conducting a Facilitation**

- Schedule a meeting to address the problem, preferably at a neutral place.
- Set ground rules. Ask all parties to treat each other with respect and to make an effort to listen and understand others' views.
- Ask each participant to describe the conflict, including desired changes. Direct participants to use "I" statements, not "you" statements. They should focus on specific behaviors and problems rather than people.
- Ask participants to restate what others have said.
- Summarize the conflict based on what you have heard and obtain agreement from participants.
- Brainstorm solutions. Discuss all of the options in a positive manner.
- Rule out any options that participants agree are unworkable.
- Summarize all possible options for a solution.
- Assign further analysis of each option to individual participants.
- Make sure all parties agree on the next steps.
- Close the meeting by asking participants to shake hands, apologize and thank each other for working to resolve the conflict.




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**POMS WHEN YOU SHOULD SEEK OUTSIDE HELP**

While it's better to address workplace conflicts as soon as possible and at a local level, sometimes you need outside help from a mediator, arbitrator or attorney. Those situations include the following:

- When potential legal issues are involved, such as allegations of discrimination or harassment.
- When the HR department doesn't have the time or training to provide the conflict resolution assistance needed.
- When there are patterns of recurring issues.
- When the flare-ups are becoming abusive or resemble bullying.
- When a manager needs retraining that can't be done in-house.
- When the environment is so toxic it's time to get everyone offsite, so the office doesn't trigger continuing negative responses.




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**POMS CONFLICT MANAGEMENT AND RESOLUTION:  
A 10 Point Summary**

Managing conflict and maintaining a consistent supervisory-team approach to the workplace environment is crucial to success in today's work environment.

The following is a "10 Point" summary to assist you in this regard.



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 **CONFLICT MANAGEMENT AND RESOLUTION:**  
A 10 Point Summary 



**1. Remain Calm**

Remaining calm in situations of high emotion is difficult and requires some knowledge of human reactions as well as training and experience.

**2. Timing / Location & Privacy**

As a supervisor or manager, you may not be able to control the time or location of employee outbursts however, you will need to regain control of the environment if you are to be effective in the management and resolution of the situation.

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 **CONFLICT MANAGEMENT AND RESOLUTION:**  
A 10 Point Summary 



**3. Do Not Become Argumentative**

For the inexperienced the first reaction to conflict is to go on the offensive. For management personnel this is exactly the opposite to what you need to do for successful resolution of the situation.

**4. Listen Actively**

Rather than jump into the situation with your opinion or attempt to overpower the party in the conflict, it is much better to listen to what is being said. Try to listen actively—show interest—and avoid developing your response while the issue is being aired.

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 **CONFLICT MANAGEMENT AND RESOLUTION:**  
A 10 Point Summary 

**5. Seek Clarification**



To get control of the situation you need to not only understand the issues but show some empathy to the other party.

An example of what you might say is, *"I'm not clear about what you said ... would you please rephrase that to help me understand what you mean?"* Get the person to repeat their comments so you become more familiar with the issue.

**6. Paraphrase**

By showing interest in understanding their side of the issue—the conflict will begin to diffuse. You may wish to paraphrase the circumstances being explained by saying, *"If I understand correctly, you mean....."*



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 **CONFLICT MANAGEMENT AND RESOLUTION:**  
A 10 Point Summary 

**7. Summarize**

- By the time you get to this point, the other party should understand that you care about them and that you have some understanding of their perspective of the issue being raised. You could say, *"I'd like to summarize my understanding of what we've discussed up to this point to be sure we're on the same page ..."*
- The situation can be turned around from what started as argumentative into what now could be considered a discussion—searching for a positive resolution to the conflict.

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 **CONFLICT MANAGEMENT AND RESOLUTION:**  
A 10 Point Summary 



**8. Non Threatening Body Language**

Not only should you avoid any physical contact with the other party, but you must consciously emanate positive body language, which can help to de-escalate the conflict.

If the individual in conflict has the impression from your body language that you are indifferent to the situation—the other party will only become more aggravated.

Your words, actions and body language must correspond and send a positive and consistent message of caring about the other person, and that you are seeking a productive resolution to the conflict.

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 **CONFLICT MANAGEMENT AND RESOLUTION:**  
A 10 Point Summary 

**9. Set An Appointment**

If the timing, location or environment is wrong for successful conflict management some of your considerations should include:

- listen actively & attentively and show genuine interest in the other person’s perspective and needs.
- At your first reasonable opportunity indicate the situation needs your undivided attention and you will need to set some time aside, so you are able to clearly understand the matter.
- Set an appointment for a time that is convenient for both of you—at a more suitable location and environment.

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 **CONFLICT MANAGEMENT AND RESOLUTION:**  
A 10 Point Summary 

**10. Facilitator or Mediator**

If the conflict is of a personal nature an individual so involved should be advised to avoid situations that could make matters worse. Very little is accomplished during high levels of agitation—where emotion, not logic, prevails.

As a reminder - inform the person they could go from a position of being in the right to a position of misbehavior.

Put some time and space between themselves and the conflict - as an alternative to personal involvement it may be beneficial to get someone in authority to facilitate on their behalf - someone such as a supervisor, human resources professional, human rights coordinator or union representative.

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**YOU MUST CHOOSE...**





**BUT CHOOSE WISELY**

**YOU MAKE THE CHOICE TO BE A LEADER**





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 **INTERESTED? TRY ONE OF THESE...** 

- **Getting to Yes: Negotiating Agreement Without Giving In** by Roger Fisher, William Ury, Bruce Patton. Penguin (Non-Classics); 2nd/Rep edition (December 1, 1991) (ISBN-10: 0140157352)
- **Getting Past No** by William Ury. Bantam; Revised edition (January 1, 1993) (ISBN-10: 0553371312)
- **The Four Agreements: A Practical Guide to Personal Freedom** by Don Miguel Ruiz. Amber-Allen Publishing; 1 edition (January 15, 2001) (ISBN-10: 1878424505)
- **Breaking Robert's Rules: The New Way to Run Your Meeting, Build Consensus, and Get Results** by Lawrence E. Susskind, Jeffrey L. Cruikshank. Oxford University Press, USA (July 19, 2006) (ISBN-10: 0195308360)
- **Beyond Reason: Using Emotions as you Negotiate** by Roger Fisher and Daniel Shapiro. Viking Adult (October 6, 2005) (ISBN-10: 0670034509)

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 **QUESTIONS** 


- This is the chance to address issues that may not have been covered to your satisfaction; or
  - To expand a point; or
  - To clarify a point.
- If there are any further questions which we were not able to get to today, please feel free to contact the instructor(s).



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